The officers of
No. 162 RC(A)CC
cordially invite you
to the
Cadet Ball
Saturday, 26 April, 1986

Hors-d'oeuvres
1830 hrs.

Dancing
2030 hrs.

Dinner
1900 hrs.

R.S.V.P.
P. Filion or A. Bhalla

Grace

Toasts

Florida Cocktail

Hip of Beef
Baby Carrots
Boulangere Potatoes
Cold Meats
Salads

Chocolate Cake

Tea/Coffee

Mints

No. 162 RC(A)CC

ANNUAL

CADET MESS

DINNER

TUESDAY
14 oct 86
1900 hrs.

Great Hall,
Ridley College

The President of the Officer's Mess
Committee
C/Maj J. G. McKeough

and

The Vice-President of the Officer's
Mess Committee
C/Adj R. E. Rankin

and

The Officers and N.C.O.s

of

No.162 RC(A)CC
Ridley College

cordially

invite you

to share the charge to
their leadership

INVITED GUESTS

Colonel E.W.Cutbill OR'32

Captain E.J.Page
Area Cadet Staff Officer

His Honour S.E.Kingstone
Board of Governors

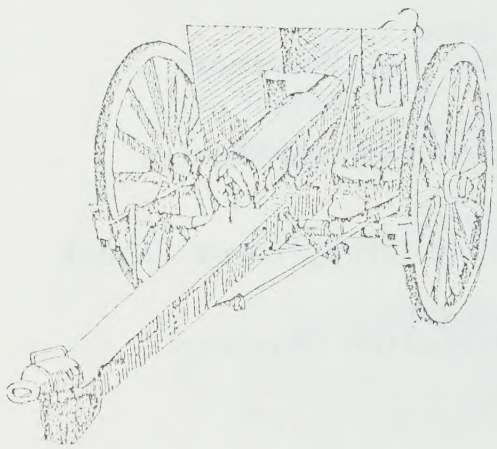
Mr. D.R.Evans
Board of Governors

Mr. M.R.Cooke
Assistant Headmaster

Rev. D.P.Hunt
Headmaster, Lower School

Rev. G.S.Shantz
Battalion Chaplain

Dress
Cadet Uniform
Mess Kit
CF Greens
Medals
Business Suit



24 July 1986

Officer in Charge of Equitation
Royal Canadian Mounted Police
A Division
P.O. Box 8900
Ottawa, ON
K1G 3J2

Dear Office in Charge:

Ridley College, an independent boarding secondary school in St. Catharines, Ontario, will be celebrating its 100th Anniversary--in the 1988-89 school year. We are interested in the possibility of hosting the RCMP Musical Ride, perhaps on the occasion of our Annual Cadet Inspection which will fall on the second Friday in May, 1989. We have requested through the Lieutenant Governor a visit by member(s) of the Royal Family at that time.

Would be very interested in knowing just what the possibilities of having the Ride are. We understand that there is a charge, and that there must be an area to stable the horses. Would you be so kind as to let us know just what the chances of getting the Ride are, and what details must be worked out?

Thank you very much for your consideration.

Yours sincerely,

H. Jeremy Packard
Headmaster

HJP:kj

Enclosure

(Dictated by Mr. Packard and signed in his absence.)

Mcc P. Lewis
B. Hawley
S. Hanson Stone
R. Medland

FILE CADETS

616 Avenue Road, Apartment 301
Toronto, Ontario M4V 2K8

MAY 21 1986

Dear Headmaster

May 8th was a memorable day in the lives of the Beatty's and we thank you so very much for all the warm hospitality that was shown to us by all of you at Ridley ——— Our congratulations again for the superb performance of the Cadet Corps — indeed for one in particular - Cadet Major Jennifer Woodward! She has most certainly benefitted in every aspect of education while at your school and clearly you and your staff are the reason for such a dedicated student body.

My flowers, staged fresh all week-end thanks to the thoughtful attention of the Headmaster — they were perfectly lovely and I am most grateful — for all the thoughtful attention I received.

Most sincerely yours

Eugenie Beatty

May 11th 1986

Confidential Read/destroy

Dear

Please excuse this xeroxed note (yet another) which is certainly less personal than I would like to make it but what can I do? This is absolutely the last bit from me! They say fibre is a critical part of your diet.

I was spurred into typing action by this morning's Confirmation Service lesson which said: "...if you are a leader, exert yourself to lead; if you are helping others in distress, do it cheerfully..." (Romans 12, v.8)

'Cadets' is over for another year and I would like to congratulate each and every one of the officers of No.162 ~~got~~ a job exceedingly well done. Collectively the whole did become greater than the sum of all its parts. The student body as a whole rose to the occasion; they responded well to your care; the feeling was very positive; the amount of grumbling was minimal, and a lot of students ended up feeling pretty good about themselves. I feel that you have left a substantial and positive mark on 1986 of which you ORs 86 will be permanently proud. There were parents with tears in their eyes, a fact which you will understand only when you have kids of your own. There were moments of greatness and courage among you. There were moments of frustration and fatigue which we shared. And there were the moments of obvious satisfaction. We can expect as much of life.

I hope you learned something permanent about leadership. You witnessed mine as well as that of those above and below you in rank. You discovered, I hope, that leadership is not an easy task and that there are many different kinds which can elicit the same result as long as everyone is clear as to the ultimate goal.

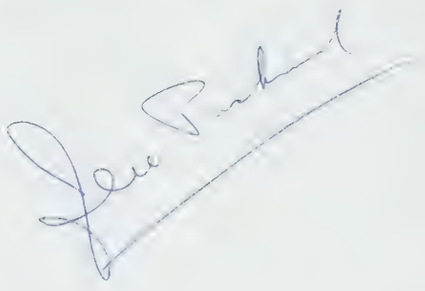
Casting a production this big is never an easy task. Everyone cann cannot be the general, but I think the lesser roles become as significant as the bigger ones when the whole show goes on the field. Perhaps the bit parts in the ranks deserve the most credit of all. My reward is seeing the job through well. I hope that your reward is the same because that is where the satisfaction really comes. The silverward that some you won is but a mere bauble in comparison.

Thank-you again, personally and on behalf of the tradition of the school. Well done. Now on to.....

Sincerely,

Paul E. Lewis
Major, etc.

PEL/



RIDLEY COLLEGE

MEMO

TO: H. J. Packard
M. R. Cooke
A. J. Silver
R. T. Snowden
A. P. Sherman
M. S. Hazell
S. E. Hazell
P. E. Lewis

FROM: N. D. Holmes

DATE: 9 May, 1986

Over the Victoria Day Weekend break, the following students are canoe tripping in Algonquin Park: Olaf Von Hoesslin, Blair Daniel, and Grant Urquhart. Some camping gear is being "loaned" to these students. Upon completion of this trip, interested students can apply to have this trip to qualify for their Gold expedition section of the Duke of Edinburgh Programme.

Responsibility for this trip rests with the students and their parents.

Ridley College, the Headmaster, the Housemasters, and the Cadet Duke of Edinburgh Programme do not resume any responsibility and/or liability for this outing.

NDH

13 May 1988

Colonel D. S. Beatty
Suite 2810, South Tower
Royal Bank Plaza
P.O. Box 174
Toronto, ON
M5J 2J4

Dear Colonel Beatty:

On behalf of all of us here at Ridley, many thanks to you and to your wife and aides for your excellent efforts as Inspecting Officer for No. 162 at its 79th Annual Inspection. Though cool for the ladies, the weather, complemented by your efficiency, made for an excellent inspection in terms of no rain actually fainting on the field! I don't know what you really thought of the marching, but we felt it really was quite good given the amount of time that is spent on it these days. We certainly hope you appreciated the girls on parade especially your lovely granddaughter!

Major Lewis joins me in thanking you on behalf of the Corps and the School!

Yours sincerely,

H. Jeremy Packard
Headmaster

HJP:kn

cc: Mr. Paul Lewis

CANADIAN FORCES – FORCES CANADIENNES

CADET UNIT VISIT REPORT

RAPPORT DE VISITE AUX UNITÉS DE CADETS

CANADA

UNIT – UNITÉ			LOCATION – ENDROIT				DATE
132 RC(Army)CC			Ridley College St. Catharines				16 Apr 86
	OFFICERS OFFICIERS		CADETS – CADETS		[illegible]	[illegible] CADETS	[illegible]
QUOTA EFFECTIF							
	M	F	M	F			
ON STRENGTH EFFECTIF	11	1	15	4	476	82	506
ON PARADE PRÉSENTI							
[illegible]							

REMARKS – COMMENTAIRES

PERSONNEL & ORGANIZATION – PERSONNEL & ORGANISATION

The entire school participates in the Cadet Training program. At present they are training for their annual inspection and coming Corps outward. Morale is high and participation is at the maximum.

The Corps is well organized, on the battalion concept and is centred on the common goals.

ADMINISTRATION

The administration is under the direct control of the CC and is well organized. The amendments are up to date and posted. CRCC's and instructions are available up to date and followed.

Considering the strength of the Corps, the CC, his officers and staff, should be given credit for maintaining a high standard of administrative proficiency.

SUPPLY – APPROVISIONNEMENT

The supply system is well run and considerable control is being exercised. The supply and stores area is clean and tidy and well organized.

Weapons are secured properly, clean and controlled.
Generally speaking, no problem areas were apparent.

TRAINING & ACTIVITIES – INSTRUCTIONS & ACTIVITÉS

Training timetables compiled, posted as required and followed. Routine orders are posted and actively supported.

The training program positively supports the Army Cadet Corps training standards. With exception of the Gold Star program.

ACO'S OR SCLO'S REMARKS - REMARKS DES INSTRUCTEURS DES CADETS DU SECTEUR OU DE L'OFFICIER DE LIAISON DES CADETS

DATE	SIGNATURE

ACO'S OR SCLO'S REMARKS – REMARQUES DE L'OFFICIER DES CADETS DU SECTEUR OU DE L'OFFICIER DE LIAISON SENIOR DES CADETS

The College and Cadet Corps enjoy a good working report, and the Corps has reached and is maintaining a high standard in all performance requirements. Ridley College is comprised of team players and group effort has contributed to their overall success.

They will do well on the annual inspection.

Good luck in the future.

DATE	SIGNATURE
18 Apr 66	E.J. Page, Capt

REGIONAL COMMANDER BASE OR STATION COMMANDER – COMMANDANT RÉGIONAL COMMANDANT DE BASE OU DE STATION

DATE	SIGNATURE

NOTES
TO – À

DISTRIBUTION: UNIT – UNITÉ
ACO – OCS
LEAGUE – LIGUE
SCLO – OLSC*

(* REQUIRED WHEN VISIT IS DONE BY CLO)
(* REQUIS QUAND LA VISITE EST FAITE PAR L'OFFICIER DE LIAISON DES CADETS)

RIDLEY COLLEGE
P. O. BOX 3013
ST. CATHARINES, ONTARIO
L2R 7C3
TEL. (416) 684-8193

Colonel D. S. Beatty

A graduate of Upper Canada College, David 'Tim' Beatty got into business in 1932 running errands and licking postage stamps for Dominion Securities. He went on to become a bond trader with Burns Bros. (now Burns Fry) becoming President of that company in 1946.

In 1942, having been commissioned a 2nd lieutenant by King George VI, Lt. Beatty shipped overseas with the Royal Regiment of Canada. He saw action in northwest Europe and was wounded three times, the third time in the Battle of Hochwald in March, 1945. He finished duty as a Major and in 1983 achieved the rank of Honorary Colonel in the Royal Regiment of Canada. In 1984, he celebrated with the townspeople of Louvigny, Normandy, the liberation of their village by Canadian tropps. The Colonel-in-Chief of the Royal Regiment of Canada is Prince Charles.

Now retired from business, Colonel Beatty is on the Board of Directors of a number of leading firms including Spar Aerospace Limited a company which he helped to found and develop. Spar has already found its niche in the space business developing an antenna for the orbiting geophysical observatory and for all the manned capsules from Mercury to Apollo. They are also leaders in infrared technology.

Ridley welcomes Colonel D. S. Beatty to its 79th Annual Inspection.

FILE
CADETS

17 April 1980

Colonel D. S. Beatty
618 Avenue Road
Apt. #807
Toronto, [illegible]
M4V 2K8

Dear Colonel Beatty:

Thank you for your note of last month regarding our annual inspection.

We will be expecting you to arrive by automobile at 1030 hours, through the main gates. A short distance down the driveway, you will see the Flag-Up Guard. The Lieutenant in charge will greet you (you were last met in the car) and escort your car up the driveway. You will park beside the Headmaster's house (by the flagpole) and I will meet you there. You will all go into the Headmaster's house for a short refreshment. At approximately 1100 hours the Adjutant will arrive and ask you to return to your cars and we will take the salute. (Just Note, we will walk up to the Tower Lodge for the Lieutenant's Call. Sorry about the uphill hike.)

You will be asked for a few brief words but not a speech as they are hurrying to get everyone out to see the inspection. You will be excused at 1200 hours to return to the Headmaster's house before going onto the field for the actual inspection.

I will cue your movements and your Aide will assist. If it is one of those oppressively hot days, we will require a rapid inspection to avoid fainting. Otherwise, the actual inspecting part will take about one-half an hour. There is a half-time show and you will be guided around.

When the Battalion reforms in a great square, we do the award ceremonies and you are invited to offer your remarks. I would suggest about 5-7 minutes worth.

Mrs. Beatty will be looked after by various ladies including my wife and the Headmaster's wife...and no speech!

Enclosed are the various invitations for your interest.

I am looking forward to meeting with you and Mrs. Beatty on 9 May, and the school looks forward to the inspection.

Yours sincerely,

Paul R. Lewis
Commanding Officer
No. 162 RCA(A)CC

Enclosures

Ridley College

COMMANDO TEAM PRACTICE SCHEDULE

Please meet in the Griffith Building Lounge
at the following times.

Monday, April 7	6:40 PM
Monday, April 14	6:45 PM
Thursday, April 17	6:45 PM
Thursday, April 24	6:45 PM
Monday, April 28	6:45 PM
Tuesday, April 29	4:00 PM
Thursday, May 1	6:45 PM
Sunday, May 4	Annual Church Parade. Form up by 9:55 AM (MUST ATTEND)
Monday, May 5	6:30 PM
Tuesday, May 6	6:30 PM
Thursday, May 8	6:30 PM

Wear your sweat suits or sports clothing to each practice

H. J. Packard.

FILE
CADETS

Ridley College

Chairman - W. Darcy McKeough BA, LLD Headmaster - H. Jeremy Packard BA, MA

M E M O R A N D U M

TO: Paul Lewis
H. Jeremy Packard

DATE: April 9, 1986

FROM: Virginia Medland

This might be something you have already thought of and it has to do with the person who comes to inspect the Cadets.

I would like to suggest that next year or in 1988 we invite Fred Mannix, an Alumnus from the class of 1960. His address, should you wish to contact him:

Frederick P. Mannix,
Box 2889, Station M,
Calgary, AB
T2P 2M7
B (403) 294-5409

I think it would be a very kind jesture to invite him to inspect the Corps.

Virginia Medland

VLM*rr
cc: W. Darcy McKeough

PATRON
HER EXCELLENCY
THE RT HON JEANNE SAUVÉ PC CC CMM CD
GOVERNOR GENERAL

COLONEL IN CHIEF
ROYAL CANADIAN ARMY CADETS
HIS ROYAL HIGHNESS THE PRINCE PHILIP
DUKE OF EDINBURGH KG KT GBE

MAR 18 1986

THE ARMY CADET LEAGUE OF CANADA
(ONTARIO)
TORONTO, CANADA

1107 AVENUE ROAD
TORONTO, ONTARIO M5N 2E4
TEL. 416-488-3027

ANNUAL MEETING 1986

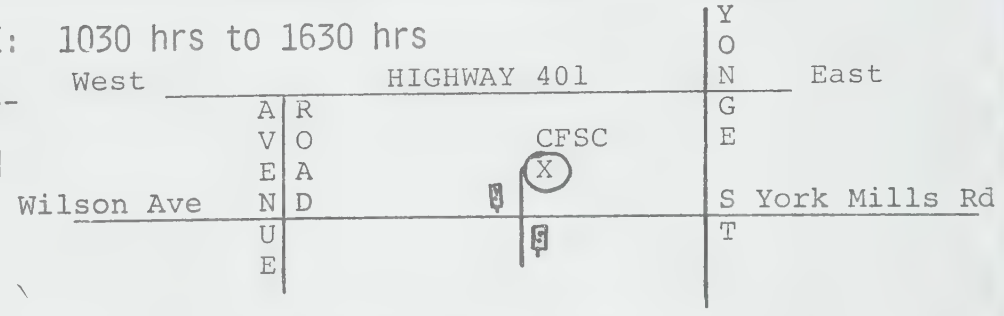
****NOTE CHANGE***

The location of the Annual Meeting of the Army Cadet League of Ontario has been changed to the Canadian Forces Staff College, 215 Yonge Blvd.

DATE: 12 Apr 86 TIME: 1030 hrs to 1630 hrs

LOCATION: CFSC see map-

Lunch will be provided



A MESS DINNER WILL BE HELD IN THE EVENING AT THE SAME LOCATION

Dress is Mess Dress or Black tie w/miniatures or S-5 or Blazer & Flannels

ALL SPONSORS, CORPS COMMANDING OFFICERS, DESIGNATED RF CADET STAFF AND LEAGUE OFFICIALS ARE INVITED TO ATTEND. PLEASE COMPLETE THE ATTACHED FORM AND MAIL TO THE LEAGUE OFFICE BY 31 MARCH 1986.

Stuart McMahon ... to train hard to be a ... working in Bermuda with ...

CONCACAF Champion of Champions tournament

Lewis sets battle plan as mystery Americans fly in

FIRST ...

with the business of holding a lecture for local referees and watching Tuesday night's Cup double-header at BAA field.

He also intends to see Saturday's CONCACAF Champion of Champions first round clash between PHC and the Greek Americans.

Alec has wasted little time acquainting himself with local referees and other soccer officials.

"I was asked by the Bermuda based official.

Alec is the national accessor for the Canadian Soccer Association and until this year was chairman of the Referees Development Committee for the Ontario Soccer Association. He was also an assessor with the now defunct North American Soccer League.

Jones, who has refereed international games in United States and Canada, believes assessing is

tion. This occured a few years ago when Rex refereed a game between Canada and United States.

Jones' main goal this year is to concentrate on the development of new referees and he is looking forward to his new role as chairman of a Youth Training Programme, specifically implemented to encourage youngsters to become officials.

Although he enjoyed Tuesday's

opinion of a assessor is strictly between him and the referee concerned," he said.

Jones, however, did point out that Savery asked him for an opinion of his handling of the game. "We had a very friendly discussion about it afterwards," he said.

Jones hopes to arrange a meeting with the BFA before his vacation ends.

as per rule
For 1/15p

SUBJECT TO RE
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HAMILTON

in Barbados

destroyed

VERNONS
World's Best Pools Bet!

Littlev
TREBLE CHANCE F
NOW

N. WHITTY

The following students have been chosen to participate in an equestrian demonstration during the intermission on Inspection Day, May 9th. They understand that their homework must be completed during their free time during the day.

7:00 pick up 4 lunches
7:15 taxi or Mrs. Whitty's car leaves
8:00 lesson / practice begins
10:00 return

Martha McKay
Sam Massey
Petra Glinski
Natelie Baird
Chris Karall
Heather Wessels

For further information contact Mrs. N. Whitty

Jan	Feb	Mar	Apr	May
16	13	6	3 10	1
23	20	27	17	8
30	27		24	

File copies

H. JEREMY PACKARD, M.A.
HEADMASTER

RIDLEY COLLEGE
P.O. BOX 3013
ST. CATHARINES, ONTARIO
L2R 7C3

Inspecting officer

COL. D.S. BEATTY

Honorary Col.

The Royal Regt. of Canada

13 December 1985

Colonel D. S. Beatty
616 Avenue Road, Apt. 301
Toronto, ON
N4V 2K8

Dear Colonel Beatty:

On behalf of Ridley College, its Board of Governors, and No. 162 RC (Army) CC, I would like to invite you to be the Inspecting Officer for the Annual Cadet Inspection this spring on Friday, 9 May, 1986.

Ridley has one of the last mandatory, all school cadet corps in Canada. We are the largest cadet corps, with the largest cadet band, in the country. By some miracle of the triumph of organization over time, we managed to successfully maneuver 585 adolescents and slightly pre-adolescents onto the cricket pitch for Annual Inspection. With your distinguished background we would feel honoured to have you as our Inspecting Officer. I am sure that Cadet Captain Jennifer Macdonald, battalion adjutant, would also appreciate the presence of her grandfather on this occasion.

We look forward to hearing whether you can join us!

Yours sincerely,

H. Jeremy Packard
Headmaster

HJP:km

cc PEL

INFOspar

Spar Aerospace Limited

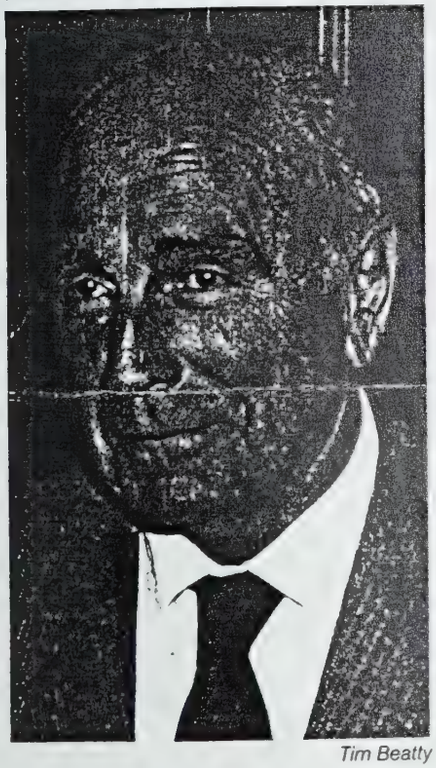
Special Section – June 1985

DIRECTORS EMERITUS

Director Emeritus: David "Tim" Beatty

In the beginning Spar was an idea – the conviction that there was a new technology to be developed for the marketplace and the keen desire of the team to make that happen. But final approval for a public issue of common shares required the founders of the company to purchase a substantial portion of the issue. Some old friends of Larry Clarke advanced the required funds and several years later accepted shares instead of cash in repayment.

TIM BEATTY, one of these friends, suggested this method of meeting the requirement, and became a substantial shareholder of Spar as a result of his participation.



Tim Beatty

Whatever caused him to part with a considerable amount to fund a high tech venture of uncertain future? "The person doing the asking," Tim replies immediately. "That's the only question in any

Continues on following page

Director Emeritus: William H. Jackson

BILL JACKSON is vintage Canadiana. He learned to fly as a teenager at the Toronto Flying Club in 1934. At age 19 he became Toronto's first flying weatherman, leaning out the cockpit of his open plane to radio back his findings. The plane he had first learned to fly was one of those fabled early models designed by Geoffrey deHavilland, the Gipsy Moth. It was the same craft that the late Sir Francis Chichester first flew in his pioneering flights of the South Pacific, later to give its name to his globe-girdling sailboats which brought him more fame than did his flying. Bill had his brush with the sea as well – at one point in his life he had shipped out as a navigator aboard a tramp steamer.

But flying was always and is today his first love. He was the 19th employee hired by the fledgling deHavilland Aircraft of Canada Company in 1939. He flew for deHavilland as a test pilot and in between times flew the bush in the north. He was one of the first Canadians to fly helicopters. Somewhere among his memorabilia is a plaque that honors him for towing up the glider that set the world record at the time for staying aloft. He was one of the few who test-flew the all-wooden Mosquito bomber before it entered combat in World War II. As a pilot, aeronautical engineer and manager over the years, Bill contributed to all company operations.

Bill doesn't talk much about that – he'd rather tell about the wonderful people he worked with during his 24-year stay with deHavilland. Someone, say, like PHIL GARRATT, who was "the super salesman for the company…he could find a flying application to virtually every human activity. Why once there was this young ex-airforce officer," he continued, "and he was trying to set up a freight operation in the Territories. Garratt practically gave him a Fox Moth and later he bought a couple of Otters to run freight out of Yellowknife. His name was Max Ward."

Bill remembers the early 50's when a young fellow named LARRY CLARKE

Bill Jackson

joined deHavilland as Contracts Manager.

When asked whatever prompted him to stake his life savings in the newly-formed Spar Aerospace Products Limited in 1967, Bill Jackson replies simply: "It was the aviation business and we knew what we were getting in to." Some long reach – if the deal went sour he risked all he owned. "Oh, on that," he allows, "why I would have gone back to flying."

The last sentence sums up Bill Jackson: The eternal optimist. Retiring at age 70, he is one of the original founders of Spar, along with Larry Clarke and ROLAND DODWELL. In a sense the city of Toronto had taken the pilot out of the bush, but not the pilot out of Bill Jackson. He looks the part: The eyes squinty, but with permanent laugh lines that crease up to the temples, the result of the broad smile for which he is best known to colleagues in the executive office. He'd take the stick of his beloved Beaver again at

Continues on following page

David "Tim" Beatty:

investment of this sort – and I didn't hesitate for a minute."

At the first annual meeting after the public issue, Tim Beatty was elected to the Board of Directors and served until his retirement this year, at the mandatory age of 70.

Tim remembers his cautionary note that the acquisition of York Gears in 1968 would take more than a couple of years to justify the investment. In fact the turning point took better than four years, but it helped stabilize the newly-formed Spar while it attempted to bring to market its Storable Tubular Extendible Member (STEM) as the Sparlite and its infrared technology.

The STEM had already found its niche in the space business, as an antenna for the orbiting geophysical observatory and for all the manned capsules from Mercury to Apollo. Sparlite achieved a modest success outside of North America. The infrared technology finally came into its own with the signing in 1984 of the contract to develop the search and track device for the Canadian and United States navies.

Tim will miss the frank and open discussion of problems and strategies in and outside of Board meetings, and the excitement of seeing the company achieve the development of products and services, and to market them successfully. One satisfying moment was the occasion in 1977 when a large public offering of some $6 million of convertible preferred shares sold out in record time. Notes Tim, "We were able to do this because Spar was doing well – we really didn't need the money for current needs, but by going to market on our terms we were able to build equity vitally needed for future growth."

His own life mirrors this strong will to succeed. "If I had had my druthers I would have gone into law – it sort of ran in the family. But something called the 'Depression' intervened and I was permitted to finish my last year at Upper Canada, although my famly could no longer afford the fees." Tim recalls his first job running errands and licking postage stamps for Dominion Securities at $40 a month. "But it was a job," he said, "which was SOMETHING in 1932."

By taking courses on the side, Tim developed into a bond trader and before World War II joined Burns Brothers (now Burns Fry), becoming President of the company after the war.

Shortly before the war he married ANN ELISE ROSS of Sault Ste. Marie. The couple had a son, David (now also a member of Spar's board) who was born in 1942 at the time Tim shipped overseas with the Royal Regiment of Canada. Tim saw action in northwest Europe and was wounded three times, the third time in the Battle of the Hochwald in March, 1945. He was in hospital in May 1945 and under the Canadian Military rules that a thrice-wounded veteran could opt for going home, he returned to Canada in June of that year.

Tim finished active duty as a major and in 1983 achieved the rank of Honorary Colonel in the Royal Regiment of Canada. In 1984, he celebrated with the townfolk of Louvigny, Normandy, the liberation of their village by Canadian troops. It was a time for memories – 40 years earlier Tim had been commissioned a 2nd lieutenant by King George VI; in 1963 he was named Colonel by Queen Elizabeth II. The Colonel-in-Chief of the Royal Regiment of Canada is Prince Charles.

Ann Elise Beatty died in 1978. A year later Tim married EUGENIE who was improbably nicknamed "Pete". What about his own nickname "Tim"? "That's something of a mystery too," he notes, "all I remember is that I've always been called 'Tim' from childhood on."

In July of 1985 Tim will travel to the United Kingdom with Pete and members of his regiment to celebrate the King's Regiment's 300th Anniversary. The King's Colonel-in-Chief is the Queen Mother. "It will be quite an event," notes Tim, "we'll lunch with the Queen Mother and I'll get to bring some first day covers of the Canadians in Space stamp to the Prince, who is an avid stamp collector. And there'll be lots of memories – the 125-year legacy of the Royal Regiment of Canada sharing experiences with the veterans of the King's Regiment." A sentimental journey, indeed.

Tim Beatty — Colonel of the Royal Regiment of Canada, Director Emeritus of Spar, father of a son and daughter. Between them, the Beatty's have 12 grandchildren.

What advice for his colleagues still in harness? "I would hope," he concludes, "that a close relationship between the Board of Directors and Spar's operating heads can continue. We were a team at the beginning and if the growth of these first 17 years can be matched in the next generation, we will have indeed achieved excellence."

William H. Jackson:

the drop of an assignment, easing back after 700 feet of rollout to clear the pines at the end of the runway.

Bill gives high marks to Phil Garratt, the master salesman who swept deHavilland to heights of profitability. Bill left the company in the sixties, but kept in touch with Larry Clarke with whom he had been running a subsidiary of deHavilland, known as DCF and later Applied Chemical Foams. DCF's first contract was to put in place two Bomarc missile sites in Ontario and Quebec at a fraction of the estimated cost. But the company folded because its sophisticated technology was not matched by a broad base of customers. That's when the opportunity came to buy out the Special Products and Applied Research Division of deHavilland.

It was an unlikely team of Clarke the lawyer, Jackson the pilot and manager, and Dodwell the investment broker. Together they staked more than what they had to make a go of it, and guided its fortunes from the aviation field into space and communications. Bill never lost track of the yardstick he applied when he was at deHavilland – build well and simply, but above all make sure there are customers for what you produce. It is a dictum he applied in his years as a director of Spar and one that helped make the company what it is today.

There is more to the man than flying and optimism. He was one of the top math students at Upper Canada College and finished his engineering degree at the University of Toronto. Bill has two daughters and a son – all grown – and an assortment of grandchildren to look after from time to time.

If he has any regrets it is that he is stepping down too soon. "I know the rules say I have to go at age 70," he notes, "but really now, do I act my age?" He doesn't wait for the answer, but goes on to tell another story about how infrared technology developed by Spar could be used to instantly detect forest fires before they become disasters.

Now, as director emeritus, his counsel will be there. And above all the recognition that Bill Jackson was there at the beginning – risking all to ensure the success of an aerospace company owned by Canadian shareholders.

Jere

1. Re inspecting officer Colonel D. S. Beatty

616 Avenue Rd., Apt.3D1
Toronto, Ont.
N4V 2K8

distinguished military background Hon.Col.Royal Regiment of Canada
experienced in reviewing (some Upper Canada connection)
big business connections...on lots of Bds.of Govs.
grandfather to Jennifer MacDonald

personal letter should go from you, on behalf of Bd.of Govs.,etc.etc

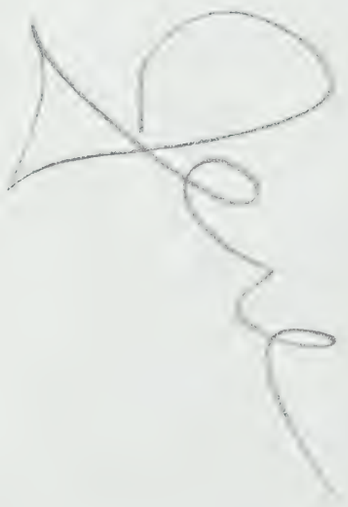
the day will include the Women's Guild luncheon
timings and details later

2. re Combat exercise

1. so that Cadets gets maximum mileage out of this could I suggest that you handover the whole thing to me and I will see that it gets done....mostly by delegation

but would you drop a note to Mike Hazell stating the above. & Maggie Swan and ACP(to smooth the feathers)
M.H. -He will likely be the person best able to go

PaulL.



National Defence / Défense nationale

CADET ANNUAL EFFICIENCY REPORT
RAPPORT ANNUEL DE RENDEMENT - CADETS

NOV 18 ...

FILE CADETS

SEA – MER ☐
LAND – TERRE ☒
AIR

NOTE: TRG YEAR ENDING AUG. 31 – ANNÉE D'ENTRAÎNEMENT SE TERMINANT LE 31 AOÛT: 19

Corps SQN no and name – Corps E (n° et nom)	Address – Adresse	Unit – Cie
162 RC(Army)CC	P.O. Box 3013, St. Catharines, Ontario	AA 5586

1. Quota / Effectifs autorisés: 510
Current enrolled strength / Effectifs réels: 510
No of parades since 1 September / Nombre de rassemblements depuis le 1er septembre: 31
Sponsoring body – Organisme de parrainage: Board of Governors, Ridley College
Affiliation – Affiliation: 56th Fld Rgt RCA (M)

Instructors on strength / Instructeurs à l'effectif

	M	F
Officers / Officiers	9	1
Civilians instructors / Civils	16	2

2. Commanding officers remarks – Remarques du commandant

A No of cadets in training – Nombre de cadets à l'entraînement
Sea cadets de la marine (yrs – année): 1st – 1er | 2nd – 2e | 3rd – 3e
Army cadets de l'armée (level – niveau): Advance / Niveau avancé | 1 | 2 | 3 | 4
Aerospace / Aérospatiale: Gliders / Planeurs | Aircraft / Avions
B [illegible]: 2 | 4 | 7

C First aid qualifications / Certificat de secourisme
Emerg – Premiers Soins d'urgence: 66
Stand – Premiers Soins élémentaires: 8

D Canada fitness awards / Prix jeunesse en forme
Excellent | Gold / Or | Silver / Argent | Bronze

E Cadets in rifle comp / Cadets participant aux comp de tir
PRA | DCRA: 12 | Air rifle / Fusil à air

F Cadet camp / Participation [illegible]
Type of camp / Type de camp: 54/full | 54

General comments by commanding officer/Observations de l'officier commandant

Training year 1984-85 has been quite successful as measured by the general good spirit of the corps and the large number of cadet activities which are made available which, we hope, promote good citizenship, skill development, and wholesome activity. Support for the Duke of Edinburgh program is holding its own and the number of activities offered to various levels seems to be increasing in response to need and interest. These include Equestrians, SCUBA diving, computer programming, photography, First Aid, CPR, rifle team and recreational shooting, field craft, driver training and various bands. There continues a strong Life Saving program as well. All of these activities are staffed by school faculty and go a long way to rounding out the broad spectrum student/cadet.

The Annual Cadet Mess dinner was the highlight of the early part of the year when the Corps was awarded with its Strathcona trophy for the 1983-4 year. Remembrance Day was made more memorable with our guests from the Royal Canadian Legion in attendance. Our annual Fourth Dimension program in November was again a great success and a great deal of concentrated training was accomplished in a compact time frame. Support from the Area Cadet Office was greatly appreciated. Our winter survival exercise in February was particularly useful to some Bronze and Silver D. of E. candidates. Second term emphasized Officer Training. These activities led directly to a very successful Church Parade on May 5 (in the rain). The Corps measured up very admirably.

Name Rank – Nom Grade	Date	Signature
Paul E. Lewis, Major	10 May 85	Paul E. Lewis, Maj

3. Sponsors remarks/Remarques du parrain

Sponsor's mailing address – Adresse postale du parrain: P.O. Box 3013, St. Catharines, ON L2R 7C3

It has been another excellent year for No. 162 at Ridley College. Every single member of the student body has participated and the positive spirit, hard work, and enthusiasm of the rank and file has been extraordinary. Major Lewis has, as usual, trained the cadet officers and NCO's well, and they have borne the brunt of instruction. The Drill Team and the Bi-centennial Drill Squad have continued to be popular additions to the programme.

Name – Nom	No of visits to corps / Nombre de visites faites au corps E	Date	Signature
H.J. Packard, Headmaster		10/5/85	H. Jeremy Packard

4. Reviewing officers comments/Commentaires de l'officier de la revue

162 Ridley College Cadet Corps put on an excellent display at the Annual Inspection on 10 May. The Corps was well turned out, the troop marched well and showed pride in their unit. The demonstration group displayed the depth of their training. All in all the Corps did very well and are to be congratulated on their performance. An excellent performance.

Name Rank – Nom Grade	Date	Signature
LCol S.G. Heaman CD	10 May 85	S.G. Heaman, Lt Col

CF 790 (11-84) (RCSP1167)

5. Annual inspection parade state/Annuelle – état nominatif

A Cadets on parade / Cadets présents M – H	F	Total	B. Cadets excused / Absents avec autorisation M – H	F	Total	C Effective parade strength / Effectifs réels Total 5A and 5B / Total 5A et 5B M – H	F	Total	D Band instruments on parade – Instruments de musique au rassemblement (max 27)
393	117	510				393	117	510	27

E Assessing officers comments on annual inspection parade – Remarques de l'officier à l'inspection annuelle

The 78th Annual Inspection was carried off with a flair of pomp, pageantry and display for which all members of the Corps are to be commended. The outstanding success of this parade was due to the excellent organization and co-ordination by the Commanding Officer, the entire school staff, and all of the Cadets. Several hundred spectators thoroughly enjoyed the parade spectacle, demonstrations and band performances. The reception following the parade was excellent and second to none.

Name Rank – Nom Grade	Date	Signature
G.J. Andrews, MWO	10 May 85	G.J. Andrews

6A. Assessment for cadet year/Évaluation de l'année d'entraînement des cadets

Average EFFECTIVE strength / Moyenne de l'effective reel: 510
Average ENROLLED strength / Moyenne de l'effectif inscrit: 510

x 150 = Attendance (max 150)	150	x 150 = Presences (max 150)
Drill & uniform (max 100)	85	Exercices et uniformes (max 100)
Administration (max 100)	90	Administration (max 100)
Supply (max 100)	80	Approvisionnement (max 100)
Training program (max 250)	225	Programme d'entrainement (max 250)
Special activities (max 150)	150	Activites spéciales (max 150)
Annual inspection mark (max 150)	140	Note obtenue à l'inspection annuelle (max 150)
Total (max 1000)	920	Total (max 1000)

B. Area cadet officer/Officier des cadets du secteur

General remarks on org., trg., adm., supply from 1 sept. to annual inspection
Remarques generales sur l'organisation, l'entrainement, l'administration, l'approvisionnement, du 1er septembre jusqu'a l'inspection annuelle

As indicated in the COs comments this Corps is very active in a wide variety of interesting and wholesome projects - which are highly conducive toward promoting esprit de corps and good citizenship.

Unit Administration continued to function at above average to excellent rating throughout the year.

The Corps has had a slight increase in students since last year, and the organization control and supervision is maintained at a high profile.

This outstanding Corps has proven superior to other closed Corps in many aspects. The unit supply area continued to be rated at a high above average level. However due to the DA account being frozen in January 1985, #162 missed by an extremely narrow margin placing first among the closed corps in COA for 1985.

Name Rank – Nom Grade	Date	Signature
P.E. Hill, LCdr	10 May 85	P.E. Hill

7. Region HQ remarks/Remarques du QG de la région

Congratulations to all Cadets and members of Ridley College on your excellent achievements in the 1984/85 training year. May I extend to all of you my best wishes for continued success in the new cadet year.

No. of cadets for contingency allowance / Nombre de cadets fonds de deparrage: 510
No. of instruments for band allowance / Nombre d'instruments fonds de musique: 27
Annual inspection mark / Note abtenue à l'inspection annuelle: 93.3
[illegible] / Notation du rendement: 92

Name Rank – Nom Grade	Date	Signature
R.F. MacDonald, Maj	14 Aug 85	R.F. MacDonald

GUIDE

Effective strength is the number of Cadets recorded by the Commanding Officer as being present, or who, although not present are recorded as absent by reason of sickness or some other unavoidable cause

COMPLETION OF REPORT

1. Sections 1, 2 & 3 by the CO and Sponsor prior to the Annual Inspection parade.
2. Section 4 to be signed by the R/O at the Annual Insp. His comments to be typed in at the Area Office.
3. Sections 5, 6 & 7 by the ACO and Region HQ.

NOTA

Effectifs reels: cadets inscrits comme présents par le commandant ou comme absents avec autorisation.

ÉTABLISSEMENT DU RAPPORT

1. Les sections 1, 2 et 3 doivent être remplies par le Cmdt et par le parrain avant l'inspection annuelle.
2. La section 4 doit être signée par l'officier de la revue a l'inspection annuelle. Ses commentaires doivent être dactylographiés au bureau de secteur.
3. Les sections 5, 6 et 7 doivent être remplies par l'OCS et par le QG de la region

Distribution by region HQ as follows
Copy 1 – RCO Copy 2 – ACO Copy 3 – Corps SQN
Copy 4 – League (Prov.) Copy 5 – League (Nat.)
Copy 6 – NDHQ DCdts

Diffusion par la QG de la région
Copie 1 – OCS Copie 2 – Co[illegible] Copie 3 – Ligue Prov.)
Copie 4 – Ligue (Nat.) Cop[illegible] GDN:D Cad
Copie 6 – QGDN D Cad

CADETS 1946/55

From HEADMASTER'S OFFICE

To 48 Th. Hyman

Laurence BRYAN

416-980-3337

Ridley College

The Officers of

No. 162

Ridley College RC(Army)CC

Jere
Can we use your
house for a quick drink
6:30 - 7:05
Tuesday

cordially invite you to

All is set.

Saul

The ANNUAL MESS DINNER

Tuesday,

15 Oct. '85

1910 hrs.

in the GREAT HALL
RIDLEY COLLEGE
St. CATHARINES, Ont.

INVITED GUESTS

Capt. E.Page
Area Cadet Officer

Col. S.G.Heaman
Ridley College Foundation

Mr. Wm.T.Bright
Governor

Mr. Harry Daniel
Governor

Mr. Brian W. Jones
Ridley College Association

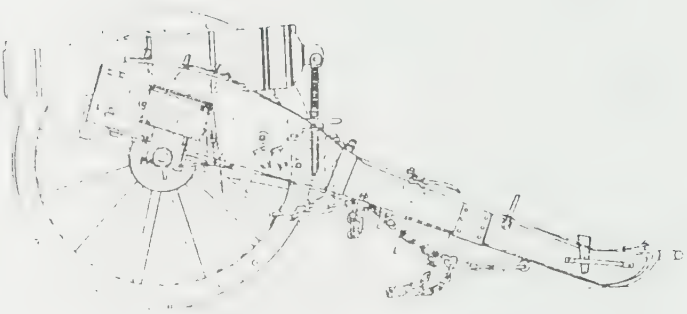
Mr. D.G.Wotherspoon
Ridley College Association

Mr. M.R.Cooke
Assistant Headmaster

Rev. D.P.Hunt
Headmaster, Lower School

Rev. G.S.Shantz
Battalion Chaplain

Dress:
Cadet Uniform
Mess Kit
CF Greens
Business Suit
Medals will
be worn



162 RC(A)CC
4 Oct 85

Dear _____

Please excuse this xeroxed note and please see the Cadet Notice Board downstairs to see the various appointments. These positions have not been arrived at hastily and they have been perused by Housemasters and the Headmaster.

Cadets has been around for a long time at Ridley and will be around for a long time after all of us are gone. For the students who look to you for example, it would be helpful to confirm the citizenship role of cadets and not the military side. For you, the greatest benefit will come in the piece of leadership which you have been asked to undertake. You will find out a great deal about yourself. My job is to make sure that you know exactly what you have to do, where, how and when. The real benefit will come to you the leaders as you try to instill a sense of pride and bearing in those under you. This is one of the features of leadership; it includes the chief right down to the most junior corporal.

If, for any reason you feel unwilling to undertake the responsibilities or unable to do so, you can tell me directly or simply do not pick up your cadet uniform on the days posted.

We also must have a parade on Tuesday or Wednesday of next week (your choice of one) to get things started. This will be in preparation for the annual Mess Dinner on Tuesday Oct.15. The sheets enclosed are for your eyes only. I will communicate as much as possible on the Cadet Notice Board. You must not only watch it yourself but be able to tell the new people where to be.

Best wishes for 1985-86.

P.E.Lewis, Maj
Commanding Officer
No.162 RC(A)CC

PEL/

The ANNUAL MESS DINNER

Tuesday,

15 Oct. '85

1910 hrs.

in the GREAT HALL
RIDLEY COLLEGE
St. CATHARINES, Ont.

INVITED GUESTS

Capt. E.Page
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Ridley College Association

Mr. D.G.Wotherspoon
Ridley College Association

Mr. M.R.Cooke
Assistant Headmaster

Rev. D.P.Hunt
Headmaster, Lower School

Rev. G.S.Shantz
Battalion Chaplain

Dress:
Cadet Uniform
Mess Kit
CF Greens
Business Suit
Medals will
be worn

The Annual Cadet Mess Dinner

Tuesday, October 15, 1985

A Mess Dinner is traditionally a formal affair. A military uniform constitutes formal attire, always. While Officers' messes vary with location and corps, they all aim to provide a place where the officers may relax informally. Local custom at Ridley permits NCOs to attend and rightly so. The President of your Officer's Mess (P.M.C.) is C/Major Paul Filion, often the one with most seniority in the real world and the Vice-President (usually the lowest ranking or youngest officer) is C/Lieutenant Olaf Von Hoesslin. Their jobs as well as your duties are outlined below. If ever visiting another Officer's Mess, it is wise to find out any local customs so that you will not be embarrassed. The old bit about hurling the glassware into the fireplace is mostly myth!

Before Dinner

Approximately 5 minutes before the appointed dinner hour, you should be standin the foyer of the Great Hall. 1900 hrs. The Vice PMC will open the doors and have all members move into the dinner area except for the head table who will be summoned. He will ensure that members fill in each table, no empty chairs, mixed with staff. All will remain standing. When the guests arrive, straighten your shoulders but do not come to attention. Deathly silence is not required.

The PMC will take the guest to the head table and stand at the designated position according to the seating plan. The Vice PMC will rap the table and report "all members and guests are present, Sir".

Blessing

After the head table is in position, the PMC will call upon the Battalion Chaplain. Watch the head table, and begin eating after the main guests have started. We do the toasts later to accommodate Beaver Foods.

Permission to Leave

Once dinner has commenced, it is not permissible to leave the hall without permission of the PMC. Messages concerning such matters are passed back and forth by the Mess Stewards, but since we do not have stewards, don't ask.

Table Manners

Posture: One should always sit straight with no elbows on the table. When not occupied with knife and fork, the hands should rest on the lap. Playing with cutlery, glasses or serviettes or the crumbling of bread, etc. are all in bad taste. Gentle manners and quietness in eating are the mark of the well bred officer. Table napkins are unfolded on the lap. Never tuck it into your tunic. After the meal it is laid casually on the table. Silverware is laid out in the order of its use. Use silverware from outside and working in, in the order of courses.

Utensils

Soup is always taken from the side of the spoon. The motion is away from you. Never tip a plate or bowl to get the last drop. Break rolls with the fingers, not a knife. Teaspoons stir only and never help tasting.

.....2

Conversation

The well-bred person is careful not to speak with food in his mouth. Conversation is tactful, kind, responsive, brief and cheerful. Unpleasant topics should be avoided. Some Officer's Messes forbid controversial topics.

The Toasts

Since our own local custom does not utilize alcoholic beverages, all toasts will be done with water. Make sure you leave a little in your glasses before the pitchers are taken away. Water is <u>always</u> acceptable and correct for toasting.

The PMC will watch Beaver. When most of the dishes have been cleared, he will rap 3 times on the table, after rising himself, and propose the Loyal Toasts.

The PMC rises and raps and says "Mr. Vice....The Queen" (<u>don't</u> stand).

Mr. Vice (Von Hoesslin) then rises and in a clear but not loud voice says
"Ladies and Gentlemen" all will <u>now</u> rise "The Queen"

The PMC (Filion) will repeat the call for whatever other toasts are required.
The Vice PMC will respond each time
"Ladies and Gentlemen"....

It is not necessary to clink glasses. A simple touching of one other glass across or beside is all that is necessary.

Speeches

Customarily short

Please feel free to applaud.

Leaving the Table

When the PMC sees that all speeches are completed, he will offer a brief word of thanks to the invited guests. He will then conclude with the words "And that concludes the evening..Thank you very much". <u>All</u> members will then rise loosely, quietly as the head table is ushered out. Then fall out.

Guests of the Mess

While not likely, never pass an unattended head-table guest on your way out without acknowledging his or her presence. You can simply say, Thank you for coming" or "Good evening, Sir, or Ma'am" as you pass by on your way.

If invited to meet with guests either before or after the meal, it is wise to introduce yourself, calling the guest by name. He or she assumes that you know who he or she is.

Check the invitation list on the Cadet Notice Board.

We will try to be finished by shortly after 8:00.

I am sharing these thoughts with you, not because I have any feeling about your manners or upbringing, but because I feel you might like to know a little about the social side of military life. Most of these things are actually written into manuals somewhere. But please keep these sheets <u>private</u>; they are <u>not</u> for general distribution. P.E.L.

Jere
Info only
no brown envelope